



annual report 2018





Our Mission:
Pursuing the dignity
of independence



For Brightwater, no-one is beyond care

Here we value the potential lives inside each and every one of us, no matter what that looks like.

It's our ability to strive towards our best self every day, to keep learning and to keep growing.

This drives all that we do.

Sure it's not always easy, but this journey that we're on together comes with its own reward.

This pursuit of independence brings with it the dignity of control over our own lives.

And everyone deserves the right to pursue that.

Launching our new Mission

For 117 years, the staff and volunteers of Brightwater have supported vulnerable people in the Western Australian community – often when there were no other choices, whether through circumstance or availability.

Throughout 2017 and 2018, we asked our staff to help redefine Brightwater's Mission – to explain the 'why' of what we do for current and future generations of Brightwater people. What we discovered delighted us: surprisingly common themes of why the organisation exists from a diverse range of our people; also, that what motivates people across our numerous businesses is remarkably similar.

CEO Jennifer Lawrence launched this new Mission to 1800 staff at 25 face-to-face events over three weeks. The reaction from our people ranged from smiles, laughs, tears and hugs and signalled a more unified approach to supporting our clients and what we stand for from this point on.

contents

Highlights	4
Chairman & CEO's report	5
About Brightwater	7
Our customers, our clients	9
Aged care	
Residential aged care	13
Brightwater At Home	15
Disability services	
Brain injury rehabilitation	19
Support in the community	21
Support to live independently	23
Retirement	
Kingsway Court	27
Odyssey Residences at Beaumaris Beach	27
Commercial services	
Linen	31
Catering	32
Influence in the community	
Brightwater Research Centre	35
Our supporters	38
Our people	41
Governance	
The role of the Board	45
Directors	46
Executive	50
Financial performance	53
Stay involved	56

2017/2018 highlights



Refresh

We began a refurbishment program to bring a more contemporary and homely feel to our facilities, beginning with Onslow Gardens in Subiaco.

(see page 13)



Research collaboration

UK brain rehabilitation expert Professor Lynne Turner-Stokes (second from right) returned to Brightwater as part of our collaborative research project on acquired brain injury rehabilitation.

(see page 19)



Growth

Our 58 apartment development to be built at Odyssey Residences at Beaumaris Beach, Iluka, promises to be a game changer in multigenerational living on the coast, and is scheduled to begin construction in early 2019.

(see page 27)



1800

staff reached during
Mission launch



1700

staff received customer
engagement training



Brightwater Linen from

180 to 220

tonnes per week



Brightwater At Home clients' information can now be accessed by staff in real time.

(see page 15)



We reviewed our disability business in light of the new NDIS marketplace to include other disability cohorts.

(see page 23)



We adapted and responded to the National Disability Insurance Scheme (NDIS) market opportunities by opening up our disability services for people who have specialist requirements.

(see page 21)



We consulted with 70 prospective and current clients through a range of interviews and focus groups to help us improve clients' experience and interactions with us.

(see page 9)



Two senior staff members – Janet Wagland and Elly Williams – presented on our acquired brain injury research at the 10th World Congress for Neurorehabilitation in Mumbai, India.



We redesigned the residential aged care staff mix to ensure our clients are supported by the right people at the right time, and with the right skills.

(see page 13)

Chairman & CEO's report

For Brightwater, the past year has again been unprecedented in terms of the enormous changes within the aged care and disability businesses due to the ongoing transformation of the sectors across Australia.

The organisation is navigating this path within an environment of funding uncertainty, increased focus on governance and regulation, and heightened public and media scrutiny of the aged care industry in Australia – all the while retaining its usual optimism about the opportunities that changing times can bring.

With a history spanning 117 years, Brightwater has remained a successful service provider due to our ability to adapt and respond to change at this level, and having the confidence of knowing we can deliver on what we do best.

Industry and organisational transformation

Without doubt, the most exciting changes happening within aged care and disability services continue to be the paradigm shift to consumer-directed care, which gives existing and future clients more choice and control over the services they need. Home care clients are now in charge of their experience with the providers they invite into their homes, and this will be followed by similar changes in residential aged care in the near future.

The Brightwater At Home business has responded by 're-engineering' its operations and marketing; increasing its external presence within a rapidly growing and competitive market with a more transparent service offering, while strengthening its systems behind the scenes to support clients more efficiently.

Within the residential aged care business, we have carefully reviewed the staffing mix across our sites and introduced more sustainable rosters that focus on having the right staff members on shift at the right time, with the right skills for the client mix at each site. We are mindful of the disruption this can have on clients and families, and have communicated regularly and sought feedback on the changes.

We also continued our preparation for the rollout of the National Disability Insurance Scheme (NDIS) by expanding our pilot programs within the NDIS trials sites of the Perth Hills and Cockburn-Kwinana regions. These programs build on the unique and highly specialised skills within our Oats Street Brain Injury Rehabilitation

Centre and take a suite of services to new and future NDIS clients in the community. From helping clients to live in their own homes, coordinating therapy services and teaching basic skills for living, these programs are designed to enable independent living, community connection and skills development.

For our existing clients in supported disability accommodation, our staff have been working with them and their families to prepare for the NDIS which will bring greater accommodation choices for people living with a disability. This may involve supporting clients to leave the organisation and our care, as they are now more able to choose where they live.

Transformation of a different kind, albeit no less important, has occurred across our residential sites with a comprehensive refurbishment project commencing during the year. The project began with a makeover of a house at our Onslow Gardens site in Subiaco, bringing to the shared spaces a lighter, contemporary look and feel, and making them more useable for clients, staff and family alike. The learnings and feedback from this upgrade will now be incorporated into a three-year upgrade plan for the rest of the organisation.

Growth success

The growth and reach of the Brightwater Research Centre has been a standout during the year, with 35 organisations now collaborating in research activities to improve the lives and quality of care of our clients by delivering practical evidence based solutions. A number of key projects began this year focusing on improved outcomes not only for our clients, but for people who are ageing or living with a disability all over the world. This year our talented researchers tackled research as varied as best-practice palliative care, improved nutrition for people with Huntington's disease, and improving outcomes for people who have an acquired brain injury.

In retirement living, the development of Odyssey Residences at Beaumaris Beach, Iluka, is progressing with the Registration of Interest phase delivering strong demand. This boutique 58 apartment development promises to be a game changer in multigenerational

living on the coast, and is proposed to begin construction in early 2019.

Our commercial services have performed well in changeable markets, with Brightwater Linen expanding its reach via an agreement with a south-west laundry, and increasing its client base in the Goldfields. Brightwater Catering introduced an extensively revised menu in October 2017 with positive feedback from our clients, and also expanded its services to new providers within the aged care and related sectors.

Investing in our customers and our people

Throughout the journey of the past 12 months, we have had an unwavering focus on our customers – those clients who already choose our services, and those with whom we wish to engage in future. Whether via customer engagement training for every staff member, or focus groups providing feedback on the customer experience, Brightwater is determined to provide quality, affordable services that meet our customers' needs and expectations.

Having skilled, well-trained and engaged staff members and volunteers is the key to making sure we get this right for our clients. This year we continued to attract the right people, with the right skills for the evolving aged care and disability services workplaces. We also proudly supported 400 student placements throughout Brightwater, employing 36 on completion of their placement and contributing to growth in the sector.

Importantly, a huge amount of effort has gone into the development of a new Brightwater Mission – pursuing the dignity of independence. After many months of consultation with staff across all business areas at all levels, we embrace this phrase as encapsulating the 'why' of what we do, and its essence can be found throughout this report. Embedding this Mission into our culture will remain a focus in the year ahead.

In closing, we extend our thanks to the more than 2500 staff members, volunteers and supporters who have contributed to the success of the organisation over the 2017/18 year. We also thank the Board for their support and stewardship, and pay tribute to Directors Prudence Ford, Martin Langridge and Jim McGinty AM who retired during the past year; your outstanding service leaves a lasting legacy for the organisation.

David Craig
Chairman

Jennifer Lawrence
Chief Executive Officer



About Brightwater

Brightwater is a leading Western Australian not-for-profit provider of aged care, disability and retirement services, with supporting commercial linen and catering businesses.

Brightwater has been part of the Western Australian community for 117 years. With a focus on supporting vulnerable people throughout periods of huge social change, our business has continued to grow and extend its services across Perth's metropolitan region from Two Rocks to Pinjarra.

Our considerable experience has built an organisation with expertise in aged care, dementia, Huntington's disease, disability support, and acquired brain injury rehabilitation. This expertise is shared with our clients and respected by industry and research stakeholders.

The profits from our quality commercial linen and catering businesses allow reinvestment into our support services and aid our plans for a sustainable future.

Aged care

- 11 aged care sites with permanent accommodation options
- Two aged care sites for transitional (temporary) care after a hospital stay
- Brightwater At Home for support and care in the home
- Respite care

Retirement living

- One village with 168 free-standing homes
- One village development with 58 residences (proposed for completion in 2021)

Disability services

- Six community houses with supported independent living
- Two specialist accommodation sites for people living with Huntington's disease
- One specialist accommodation site for transitional (temporary) care after a hospital stay for people with a disability
- One specialist centre providing rehabilitation services for people with an acquired brain injury
- Respite care

Commercial services

- Brightwater Linen
- Brightwater Catering

Corporate

- Brightwater Head Office - corporate support services
- Brightwater At Home - North
- Brightwater At Home - South

Our locations

Residential aged care

- 1 Joondalup
- 2 Oxford Gardens, Joondalup
- 3 Kingsley (transition care)
- 4 Madeley
- 5 The Village, Inglewood
- 6 Birralee, Innaloo (transition and permanent care)
- 7 Onslow Gardens, Subiaco
- 8 Redcliffe
- 9 South Lake
- 10 Huntingdale
- 11 The Oaks, Waikiki
- 12 The Cove, Mandurah

Disability services

- 13 Marangaroo
- 14 Balcatta
- 15 Maylands
- 16 Kailis House, Belmont
- 17 Ellison House, Carlisle
- 18 Oats Street, East Victoria Park
- 19 Cannington
- 20 Bentley
- 21 Manning
- 22 Warnbro

Retirement

- 23 Odyssey Residences, Iluka (proposed 2021)
- 24 Kingsway Court, Kingsley

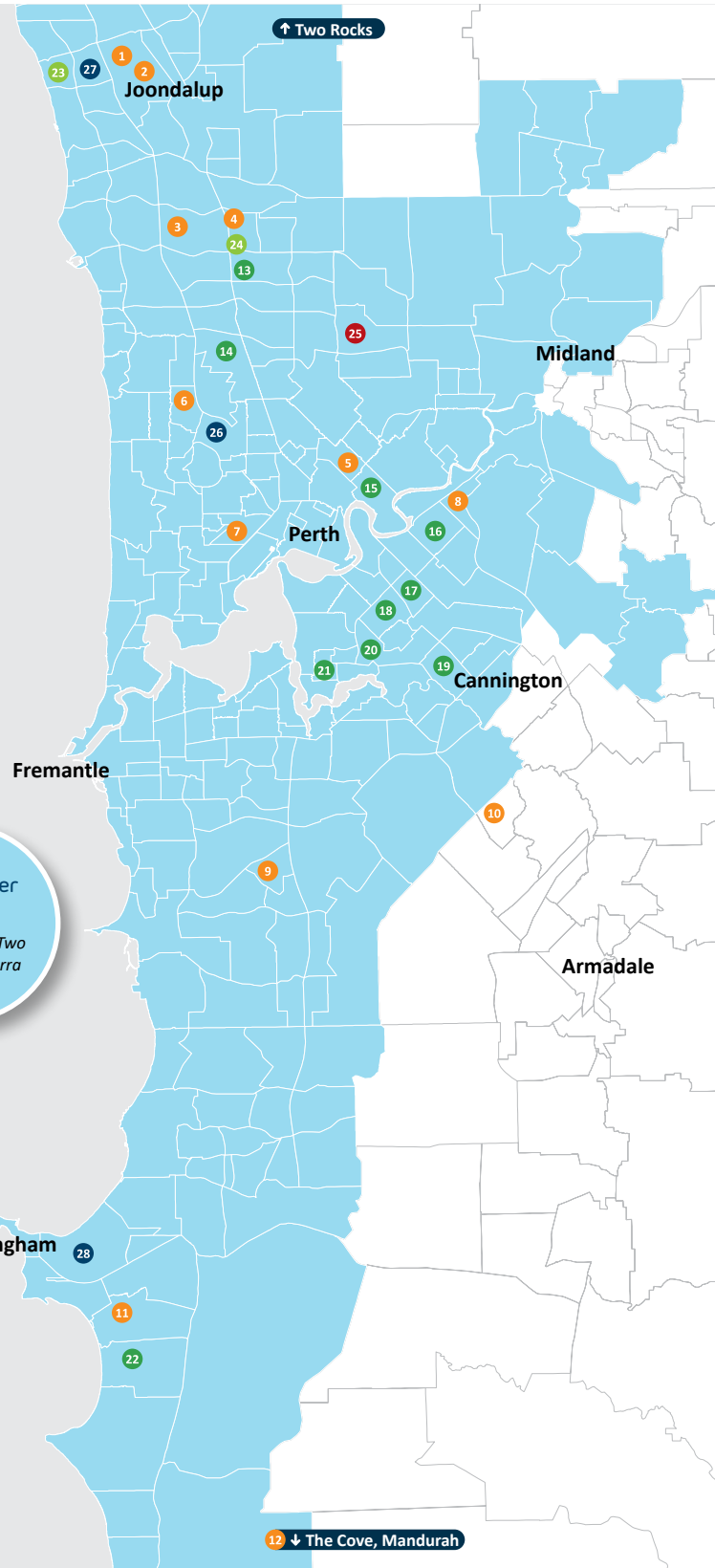
Commercial services

- 25 Linen and Catering, Malaga

Corporate

- 26 Head Office, Osborne Park
- 27 Brightwater At Home, Currambine
- 28 Brightwater At Home, Rockingham

Brightwater
At Home
Services from Two
Rocks to Pinjarra



Our customers, our clients

Brightwater exists for its clients and their families. We know the greatest rewards often lie in supporting and giving direction to those who need it most. This year, we continued to build on what it means to be client focused in all that we do, striving to find the best ways to serve our clients, present and future.

We consulted with 70 prospective and current clients through a range of interviews and focus groups to further understand their expectations and identify how we can improve the customer experience across their journey and interactions with us.



Brightwater At Home

25 interviews with existing and prospective clients



Disability services

15 interviews with existing and prospective clients

Residential aged care

Focus groups
- one with prospective clients
- one with current clients



Retirement

Focus group
- one with prospective clients

Those consultations have led to:

Training 1700 staff over 85 sessions in customer engagement best practice. This focus continues with new staff members trained as part of the orientation process.



Developing a new website which focuses on simple step-by-step navigation, interactive tools, easy to find and topic-specific FAQs, and handy resources to provide users with a rewarding experience.



Creating a Welcome Team that will provide an advisory and assessment team, including an internal call centre. This team will guide prospective clients to support their decision to engage Brightwater services.

Significant technology enhancements, including beginning development of a 'single view of client' to provide a seamless and convenient service.

Creating an easier and simpler welcome process for new clients in all business areas by minimising their administrative tasks.



Aged care

Residential aged care Brightwater At Home

When it comes to care, we're optimistic.

We're also realistic.

We're not here to do the impossible but we are here to guide people to a destination where they can be the best they can be.





Residential aged care

Brightwater prides itself on the comfortable and friendly residential care it provides for older people at its 12 sites across the Perth metropolitan area. This year we have been working to make our residential care facilities even more appealing and welcoming.

Feeling right at home

We have commenced a large project to refurbish the communal spaces of our residential buildings for clients, families and staff. One of the four houses at Onslow Gardens in Subiaco has been completely refurbished and looks magnificent. Our aim was to make the house more liveable for our clients with enhanced lighting throughout, added accessibility to kitchens and clear access to common spaces, while also refreshing the look to give a more contemporary feel. Initial feedback from client, staff and families is very positive and we will use further feedback from our clients living there to incorporate into the next stage of the project.

Working smarter with our rostering

Having the right staff rostered at the right time in the right role is critical in order to provide the best support for our clients. As part of our transformation and growth strategy, we consulted with staff and industry experts to review and redesign the staff mix at our residential sites to ensure our rosters were efficient and sustainable and best met the needs of our clients. We began introducing the new site rosters on a staggered basis from October 2017, and by the end of June 2018 we had introduced them at seven sites, with the remainder to be completed by the end of the 2018 calendar year.

New technology supporting clients and staff

Alongside the roster changes, we have introduced other initiatives including technologies that support our drive to deliver high-quality and efficient care. The iCare medication management system, which is provided on a mobile tablet device, has significantly reduced the time taken to complete medication rounds, which benefits staff and clients.

Time and attendance fingerprint scanning devices have been installed for staff across all residential aged care sites, and again the feedback has been very positive. It has freed up time between shifts and its linkages to payroll have improved site administration.

Infrared scanners are being trialled as a means to help manage resident care at night.

These technological changes are part of our ongoing review of how we operate on a day-to-day basis. The aged care sector has been undergoing great change due to an evolving regulatory environment, and our commitment at Brightwater has been to embrace the change and work with it to make the most of new opportunities.

A trusted industry provider

Accreditation plays an important role in our industry, and we understand that it keeps everyone – Brightwater, regulators, our clients and the general public – focused on good outcomes for clients and their families. We have a dedicated Quality team who not only support sites with their accreditation processes, but also review and manage all quality materials to ensure care is delivered effectively and efficiently across the organisation. In the past year, five of our 11 permanent residential aged care sites were audited under the three-year accreditation process and re-accredited for the full three years. From July 2018, accreditation visits will be unannounced, and we are confident of our ability to demonstrate and deliver on the appropriate requirements at any time.



Special projects

A major initiative in our residential aged care business has been a dementia project, which we have scoped out this year ready to begin in the next financial year. The project will critically analyse current dementia care practice across residential aged care and home care, and compare this with emerging local and international best practice. The outcome will be a report that identifies key features of a 'Brightwater approach' to organisation-wide dementia care, and recommendations for the future enhancement of this approach to ensure world's best practice.

We have also begun a review of the way we use allied health services across residential care, including ways that we can maximise the value of our skilled professionals across the business. This will be completed and implemented in 2018/19.

A new music and wellbeing program has begun, funded through the Perth's Longest Lunch fundraising event held in 2017. Music is especially beneficial for people with challenging issues and can be good at calming people during difficult times. The music program is being introduced at four sites, and we are looking at ways we can share components with Brightwater At Home. One part of the program is 'Serene Strings' which involves using a handmade Reverie harp. These

unique instruments are placed in a person's lap for them to strum, with the instrument's clever design meaning they make beautiful sounds regardless of how they are played; no musical expertise is necessary.

Our entire music and wellbeing program is about giving people access to music, either the music they create themselves or the music they listen to on their own devices and in their own spaces.

We are also implementing the National Guidelines for Spiritual Care in Aged Care, and have begun the accreditation process to gain the 'Rainbow Tick' as confirmation that we are an inclusive and respectful organisation. These initiatives all form part of the Single Aged Care Quality Framework and send the clear signal that our facilities and services are open for everybody, regardless of their gender, sexuality, beliefs or religion.



IN FOCUS



Clinical Governance Framework

This year we were pleased to launch a new clinical governance framework across the organisation. This will strengthen our current system to support clients and staff to work together to achieve safe, high quality outcomes. Incorporating five broad domains of Leadership and Culture, Clinical Practice, Consumer Partnerships, Workforce and Risk Management. This approach ensures best practice clinical governance across the organisation.

The clinical governance framework is being implemented as a 12-month project, which began in November 2017. The initial project involves a rolling process of informing staff about the model and developing the systems across the organisation to support it. We are on track to achieve the first year's deliverables.

Brightwater's shift to this new clinical governance framework came at a good time. Aged care is in a state of change, with a shift towards delivering the services that clients want, rather than the old-fashioned model of offering a service that clients may choose, or worse, telling clients what they need. Aged care is now client-centred and Brightwater is at the forefront of that change; we are putting our clients at the centre of our universe.

Brightwater At Home

This year, Brightwater At Home has lived client-directed care. We first trialled client-directed care in 2014/15, following the Commonwealth Government's policy to move home care delivery towards packages. We have now completely re-engineered our services and how they are provided, enabling far greater flexibility and diversity. It's about offering what a person needs to live a comfortable and fulfilled life in their own home.

Support to navigate the ageing journey

The aged care sector can be confusing for people when they first encounter it. To help people through this often difficult time, we created a 'navigator' role to specifically work with people to negotiate the best possible outcomes for themselves or their older relative.

With clients in control of how they spend their funds and with whom, we have worked hard to make our client interactions around finance more straightforward and simple. Clients can monitor their funds and make day-to-day changes to their services, as client coordinators always know how much is available in each client's package. In time, we will provide clients with access to this real-time information; for now, we provide monthly statements which have also been simplified this year.

Our new pricing structure introduced gold, silver and bronze levels of case management. The three levels reflect that case management varies between clients, and a tiered pricing structure is fairer to all. We have also revised the pricing structure for administrative support, charging smaller amounts for people on lower packages to ensure they have more funds available for what they need.

Staff working with Brightwater At Home have been provided with a mobile platform (tablet or smart phone) to access and update clients' information in real time. This also reduces paper use and helps staff

working in the community to feel better connected to the broader Brightwater organisation. By streamlining our administrative procedures, we are enabling our staff to be out in the community more, to be more agile and responsive to clients' needs. We have become more visible, with staff driving cars bearing the Brightwater branding.

It takes the right team

Brightwater At Home aims to support people to continue to live the life they want to live. To deliver on this aim, we work with support workers, allied health professionals, nurses, schedulers and coordinators so they can provide the best service; not only to support people but also to be more responsive as situations change to help reduce the impact of ageing on people's lives. Our staff are our greatest asset – we know that it is the staff-client relationship that makes people value the service provided by Brightwater At Home.

Government changes

The Commonwealth Government assumed management of the state-based Home and Community Care (HACC) packages from 1 July 2018 in the guise of the Commonwealth Home Support Programme (CHSP). This low-level support has been strongly focused on re-enablement. We are looking forward to seeing how the services will be re-configured with the national policy change, and will work to ensure we supply services that deliver the support people need.



IN FOCUS

Everyone needs a sidekick

After a stroke in 2014 resulting in left-sided hemiplegia, Tom spent two years in residential aged care, expecting to never walk again. But he and his wife Dawn weren't satisfied with the amount of therapy Tom was receiving, so their GP recommended Brightwater At Home. This enabled Tom to return home and Dawn to receive support in her role as primary carer.

Tom has since made remarkable progress, particularly with the support of his physiotherapist and occupational therapist. The highlight has been assisted walking, inside and outside his home. Along with nursing and allied health services, Brightwater At Home has arranged for massage and reflexology for Tom, as well as providing gardening, cleaning and home maintenance. Other practical support has included mobility equipment, including a wheelchair and ramps. Future plans are to improve wheelchair mobility in the family home.

Tom and Dawn have been thrilled with the service they have received from Brightwater At Home; so thrilled they shared their story in our magazine Bright Life and Tom has since become an 'advertising superhero' for Brightwater.



Disability services

Brain injury rehabilitation

Support in the community

Support to live independently

This is a partnership between us and those in our care.

We know that dignity and independence won't come if we do it all. From the way we lay out our buildings to how we structure our programs, everyone is expected to take some responsibility for their own lives.

We'll be there when needed.





Brain injury rehabilitation

Brightwater is internationally recognised in brain rehabilitation and provides a unique service for Western Australians through its Oats Street Brain Injury Rehabilitation Centre, which offers services for people aged 18–65 with an acquired brain injury (ABI). Our approach is based on a fundamental belief in the ability of the brain to bounce back; that is, brain plasticity.

Small steps to achieve big outcomes

Oats Street offers a rehabilitation program over a period of up to two years – a ‘slow-stream’ approach – which incorporates physiotherapy, occupational therapy, speech pathology, social work, nursing and psychology. It uses purposeful skill development and community integration through real-life activities in a domestic environment. This 24/7 rehabilitation is further supported by other experiences, such as participation in operating an on-site café to help clients work towards increasing independence.

Difficult conversations; honest communications

The service we offer at Oats Street continues to evolve. This year we have placed an emphasis on improving the way we communicate about the service we provide and what clients can expect when they engage with us. The service’s uniqueness is its strength, but presents particular challenges in clearly articulating what happens at Oats Street and how very valuable it is.

An important focus of the new communications materials has been to improve information for clients and their families around managing expectations as they come into Oats Street. People come to us with highly complex challenges, so we need to explain simply what is happening, how they will participate in the program, and the role of setting individual, achievable goals to support clients progress towards independent living.

International expertise

We are continuing to refine our ability to measure the outcomes that clients achieve at Oats Street, with guidance and support from UK brain rehabilitation expert Professor Lynne Turner-Stokes. This has flowed through to a more structured approach on how we use outcome measurements at different stages of

rehabilitation. Professor Turner-Stokes (at right) returned to Oats Street in May 2018 as part of our collaborative project on the use of longitudinal outcome measures to determine the progress of people with ABI. We have greatly benefited from working with Professor Turner-Stokes in refining our services for people with high and intense care needs.

Professional development

In February 2018 we hosted a workshop addressing the nature and treatment of sleep disturbance and fatigue in people with brain injury. The workshop was developed in collaboration with the Australian Society for the Study of Brain Impairment (ASSBI) and Monash University. Professor Jennie Ponsford, Dr Adam McKay and Dr Dana Wong presented at the workshop, which was attended by people working in health, mental health and disability.

Opportunities such as these help our staff develop and improve the service we offer. Our participation in brain injury research also extends to communicating our own experience and research to others working within the disability sector. In this capacity, two senior staff members – Janet Wagland and Elly Williams – presented at the 10th World Congress for Neurorehabilitation in Mumbai, India. They spoke about the differences in outcomes from rehabilitation for people following stroke depending on where in the brain the damage occurred and how it occurred.

In the coming year, we are planning a series of presentations for industry colleagues working with people with neurological impairment. We are aiming to improve care coordination for people with brain injury as they move from hospital, to rehabilitation and then back into their local community.



IN FOCUS 

Thank you, Lotterywest

Thousands of Australians are born with a perfectly good brain, but some get damaged, either through trauma, health issues such as a stroke, or an overdose. For people with an acquired brain injury, Brightwater's Oats Street rehabilitation program offers truly life-changing opportunities.

Oats Street has been helping people with ABI for over 20 years. Our rehabilitation approach is unique and is very different from the mainstream health system. In fact, it is so unique that it can be difficult to explain to others exactly how the service works and what it does, be they potential clients and their families, health professionals, researchers, or government representatives.

Thanks to Lotterywest funding, we were provided with the opportunity to develop a range of resources that explain just what happens at Oats Street and the remarkable difference the centre makes in people's lives. The Lotterywest project resources include a suite of four videos, photos, publications and a range of different narratives. They are specifically targeted to different audiences, and in combination provide a bank of resources for us and others to use to communicate the great work that Brightwater proudly delivers at Oats Street.



▲ *Mark, former Oats Street client, with Janet Wagland, General Manager Community*



Support in the community

Our community-based services give people the skills they need to improve their lives at home, at work and in the community. This year we have reviewed the capacity building program that delivers these services to ensure we are well placed to grow our business under the National Disability Insurance Scheme (NDIS). The review identified an opportunity to expand our services and broaden our reach to different disability cohorts.

Making complex easy

For a long time, we have provided excellent services for people with acquired brain injury and neurodegenerative conditions such as Huntington's disease. The skills and capabilities we have developed in these areas have the potential to be applied to many other client groups. In particular, there is a need within the evolving NDIS landscape to provide services that can accommodate and support individuals with complex and challenging behaviours. As a result, we have increased our scope to include people who require specialist assessment, support and coordination in these areas.

There are four distinct NDIS services that we have identified for growth: skills for living, behaviour assessment and intervention, support coordination, and specialist equipment assessment and prescription. With targeted marketing, new service structures and increased efficiency, the capacity building program has demonstrated outstanding success with growth above target and excellent feedback from clients, their families and NDIS Local Coordinators.

An important part of the NDIS process for clients and families is assessing eligibility and planning care. A good NDIS plan is one that represents all the therapy and support required for a client to make improvements in their level of functioning and social participation. For clients with complex and challenging circumstances, a good plan can mean the difference between funding that supports a client's growth and potential, versus funding that only aims to minimise problems.

The crucial role of collaboration

Our capacity building staff have supported clients and Local Coordinators to understand individual therapy and support requirements, and this input has led to clients being well placed to receive the best possible NDIS package for their needs. Brightwater's team-based

approach ensures a comprehensively managed rehabilitation and support program, based on a goal-directed and individualised range of services.

The introduction of the NDIS has been a great disruptor in our industry and has enabled us to challenge a number of service assumptions. Brightwater's response continues to demonstrate that we are a growing provider of choice in this dynamic area of community support.





IN FOCUS 

Dealing with dementia at home

Frontotemporal dementia (FTD) is a particularly cruel disease affecting the frontal lobes of the brain, which are involved in personality, behaviour and language. It is considered responsible for 10-15% of dementia cases in people under 65. In rare cases, people affected can become aggressive.

Todd was unfortunate to be the statistical anomaly, being diagnosed with a form of the disease when he was just 48 years old. The disease quickly affected his language and made him unpredictable and aggressive. Fortunately, Todd has a loving wife and supportive sister-in-law whose combined care has ensured he can remain at home as his disease progresses.

This has involved accessing NDIS funding and practical support from Brightwater and a range of agencies. Brightwater psychologist Dr Nicky Brosnan developed a behaviour management plan and a care plan, and requested a referral to a psychiatrist. The family has accessed good support, enabling Todd to stay at home, where he and his family want him to be.



Support to live independently

It has been a year of change in our supported independent living service, as we gradually work to adapt all services from Disability Services Commission funding to National Disability Insurance Scheme (NDIS) funding. The NDIS has introduced a more formalised quoting structure, called Supported Independent Living or SIL, which we are now using with clients in two of our six community houses.

Transition behind the scenes

Maylands was the first of our community housing sites whose clients rolled over to the NDIS in 2017. Ultimately, all disability clients who are under 65 will transition to the NDIS, with our Manning community house clients next on the list.

Warnbro clients have transitioned to the WA NDIS, which was a necessary intermediate step for people living at that site in its journey to NDIS – this is because the site had been within the WA NDIS trial region. Over the latter half of the 2018 calendar year, Warnbro clients will become part of the NDIS.

As we transition our sites and help individuals move their care funding arrangements, we are ensuring we keep up with changes at a federal level to make sure we get the best funding outcomes for our clients. We are committed to instigating exceptional processes to make sure people can make the best use of the services available to them, so they can live the best lives they can.

Being at home, in a community

Our main focus is to help people to remain active and engaged within their home and community. We offer a range of activities to our clients to enable them to participate in interests of their choice, including some which they may have enjoyed prior to experiencing their disability such as disability golfing, visits to the ballet or football.

Sometimes community support may be offered from another provider whose staff have a different set of interests and skills that may be a better match for our clients; it is about people feeling they are included in the community. NDIS is enabling us to greatly expand these opportunities by offering each person individual choice and control.

Partnering with industry

This year we received a grant through the NDIS Information, Linkages and Capacity Building (ILC) program, along with project partners Foundation Housing Limited and Synapse. ILC is the component of the NDIS that provides information, linkages and referrals to connect people with disability, their families and carers with appropriate support. The funding will support us to develop staff workshops and materials to train Foundation Housing's staff to assess tenants for NDIS funding eligibility. This project will run until September 2019 and is part of our work to support vulnerable cohorts that have a brain injury but who are not easily presenting to NDIS.





IN FOCUS

A new place to call home

An unexpected opportunity arose for Brightwater in early 2018 to demonstrate our effectiveness in supporting people with challenging behaviours to regain independence in the community. The Mental Health Commission engaged us to work with three clients who had been long-term residents within a mental health facility, and bring them into our supported community houses.

Abdullah suffers from severe delusions and post-traumatic stress disorder, and has spent extended periods in psychiatric care as well as hostel accommodation in both Somalia and Australia. Elisa has a history of chronic paranoid schizophrenia and a diagnosed acquired brain injury, and had spent most of her life in traditional acute mental health care settings. Jack suffers from schizophrenia and was often at risk of falling through the cracks while living in busy and unsecure hostel environments.

Brightwater's holistic approach to supported living has helped all three find greater stability and to participate more positively in their own care. In this work, we have been well supported by community mental health services and have been able to lay the groundwork to continue to do the good work we do in this area.

Mental health has not previously been a primary focus of Brightwater services, but many of the skills and capacities we have are relevant and very beneficial in this area. Our clinical governance promotes regular assessment of clients undertaking our rehabilitation programs. We have used the Mayo-Portland Adaptability Inventory (MPAI4) to help measure and track a range of 29 common physical, cognitive, emotional, behavioural and social challenges, such as self-care, initiation, anxiety, attention and problem solving – and we have seen gains for Abdullah, Elisa and Jack with Brightwater's support.



Retirement

Kingsway Court

Odyssey Residences at Beaumaris Beach

The pursuit of independence brings with it the dignity of control over our own lives.





Retirement

Kingsway Court

Brightwater operates Kingsway Court, a dedicated community for people over 55, in the northern Perth suburb of Madeley. Kingsway Court is designed to promote residents' desire and ability to live the lives they choose, and the precinct provides plenty of space, privacy and facilities for them to do so.

Set in spacious surrounds with a selection of 168 free-standing homes comprising 14 different floorplans, Kingsway Court is an important and successful component of Brightwater's business and provides a strong sense of community for its residents.

In the past year we have introduced the NBN, upgraded the audiovisual facilities, recarpeted the community centre, installed a hearing loop, and refurbished the pool change rooms.

The year ahead promises to be an exciting time for Kingsway Court clients and staff, as Brightwater introduces a refreshed brand and continues to support its strategic maintenance program.



Odyssey Residences at Beaumaris Beach



Consistent with Brightwater's growth strategy, during 2016/17 we announced our intention to develop a new multigenerational village in the northern beachside suburb of Iluka. Over the past 12 months, development plans have continued on track with a number of achievements:

- Development application lodged with the City of Joondalup
- The development's name announced: Odyssey Residences at Beaumaris Beach
- Brand and marketing materials developed
- Registration of interest launched with strong demand received to date

◀ *Key members of the development team: Luke Parker, OP Properties (L), Jimmy Thompson, MJA Studio Architects, and Brightwater CEO Jennifer Lawrence*



ODYSSEY

BEAUMARIS BEACH RESIDENCES

Brightwater has partnered with boutique developer OP Properties to develop the 58 private two and three bedroom residences. Odyssey will be an integral part of the new multigenerational lifestyle village, which will also include new shops and cafes, plus accommodation for a variety of different life stages.

The development is a game-changer for Brightwater and responds to customer demand for different lifestyle opportunities as people transition into retirement – especially around remaining connected to neighbours, family, the broader community and also to nature.

Just 300m from the ocean across the natural dunes, the Odyssey design proposal includes a long list of diverse resident spaces, including a multipurpose lobby lounge and porch, a shared living room and entertaining area with kitchen facilities, a veggie garden, workshop, gym, roof top terrace, all-weather heated swimming pool and landscaped gardens.

The low-rise development has been designed to encourage an active, tightly knit and trusted community in the heart of what will become Iluka's town centre.

The individual residences embrace sustainable principles such as solar orientation and cross ventilation, increasing the enjoyment of the afternoon sea breeze and light into the home, and reducing the dependence on artificial lighting and air-conditioning.

Livable Housing Australia – a partnership between community and consumer groups, government and industry – has benchmarked the premium design and fit-out to Gold Livable standards. Odyssey will be easier to access, navigate and live in, with features such as wider-than-average doorways and corridors.

The next 12 months promises to be an exciting period for the Odyssey development as we move towards confirming the contract for construction, and then getting under way on site, with first residents expected to move in to their new apartments in early 2021.

Commercial services

Linen

Catering

This journey that we're on together comes with its own reward.





Commercial services

Brightwater operates two commercial services to support its not-for-profit care business. The services were developed to provide linen and catering for Brightwater clients and this remains their core business, but the capacity has been extended and is utilised as an income stream to augment other funding sources for the organisation.



Linen

In the past year, Brightwater Linen washed an average of 180 tonnes of linen per week, servicing Brightwater sites plus hospitals, other care facilities, hotels, apartments and mine sites. This is an increase on the previous financial year, with the increased volume made possible by the installation of a new batch washer in June 2017. The new machine increased the potential capacity to over 220 tonnes per week, enabling us to continue to grow and take on new business.

Hotel occupancy rates have reduced in Perth and the ongoing price war in the hospitality industry has affected profit levels in the linen service. Despite the market conditions, we have maintained our revenue by increasing our client base and improving efficiencies. Our regional client base has increased and we now service seven hotels in Kalgoorlie.

This year we negotiated a contract with a laundry in the South West, which has the same service culture as Brightwater. The arrangement is beneficial for both parties, saving the South West laundry the expense of increasing capacity to service new clients, while providing Brightwater with access to a new market without having to set up a regional depot. It's also beneficial for clients in the South West, as they are able to deal directly with a local business, with staff on hand to answer queries.

We continued to gradually replace our fleet of delivery trucks, with two new trucks purchased this year. We are now halfway through the replacement program, with four of the eight trucks remaining to be upgraded.

Catering

Brightwater Catering produces about 45,000 meals per month, providing nutritional meals to almost 700 Brightwater clients and external clients, including some Meals on Wheels services and day centres.

In October 2017 we launched a new menu, working with dieticians to ensure the menu continued to meet the diverse dietary and nutritional requirements of the clients we supply. The menu works on a four-week rotation, providing variety for clients while still being manageable from a business perspective.

The catering business expanded this year, with services extended to a new Meals on Wheels provider. We have also negotiated to provide meals for a service provider while they renovate their kitchen in the coming year. The growth in the business has been supported by the purchase of a new delivery truck and software upgrades. We have completed stage one of our software upgrade. Stage two will begin in the coming year and will enable easier menu selections for our clients.

While these capital expenditures are essential to deliver service at the level Brightwater's commercial clients have come to expect, the high level of service we provide is primarily due to our committed staff.



We have a highly committed and stable workforce in Brightwater's commercial services, with the average length of service being over eight years; many have been with us much longer.

IN FOCUS



Welcomed into the fold

For over ten years, Brightwater has partnered with the Autism Association to employ autistic men and women to work at its commercial laundry.

Their employment is more than a job, it is a chance to be part of the broader community. It gives them the opportunity to interact with other staff members, offers some financial independence, helps develop social skills and gives a sense of acceptance. This is not just important to the people with autism, but also for their parents and families.

The men and women enjoy the repetitive and accessible nature of the assigned tasks. And importantly they make a valuable contribution to Brightwater, completing a large volume of work and increasing production rates.

The Autism Association says Brightwater staff and management are professional, approachable and supportive, which gives the men and women involved a real sense of belonging. This is reflected in the longevity of their employment at Brightwater.

Influence in the community

Brightwater Research Centre

Our supporters

We're always listening and open to sharing ideas.

We have the courage to experiment.

The combination of research and collaboration means we uncover solutions that make real differences to people.





Brightwater Research Centre

Brightwater strives to develop and promote a research culture that reflects our purpose, goals and values; is informed by the knowledge and experience of our clients, staff and collaborators; and is facilitated by comprehensive but efficient policies and processes. We understand that the benefits of good research extend beyond improved care for our clients, and include improved organisational and staff capacity, and the ability to attract and retain skilled and experienced people. We collaborate extensively with research organisations and have established many successful partnerships in the university, public and private health and community sectors.

Good governance equals good research

Our involvement in research is guided by our core business of improving the lives and quality of care provided to our residents and clients. This year we refreshed our research governance manual, recognising the importance of quality assurance in research. Our research manual will be used to set the standard and expectations for all future research projects, placing the needs of our clients front and centre of research. We have changed the governance of research projects to minimise the burden on staff and clients, while developing clear priorities for strategic, applied research. These priorities reflect the areas in which we work: brain health, brain injury rehabilitation, independence, ageing well, dementia care, quality of life, Huntington's disease, and technology.

Key achievements

In September 2017, the Research Centre identified research priorities across the organisation in residential aged care, Brightwater At Home and disability services, resulting in new strategic and operational plans. The findings of well-run projects based at Brightwater sites give us the knowledge to provide evidence-based, personalised care. This enables us to:

- 1) Improve Brightwater clients' and residents' quality of life
- 2) Plan and develop our services in response to sound evidence
- 3) Be a leader in excellence of care

We have begun major projects in:

- Nutrition and dietetics
- Continence
- Palliative care
- Resilience in the elderly
- Depression and dementia
- Depression in older Australians
- Brain injury rehabilitation
- Quality of life and brain injury

These projects are supported by various funds, including the RM Harken Foundation, National Health and Medical Research Council (NHMRC), and the Insurance Commission of Western Australia (ICWA).

Growing influence

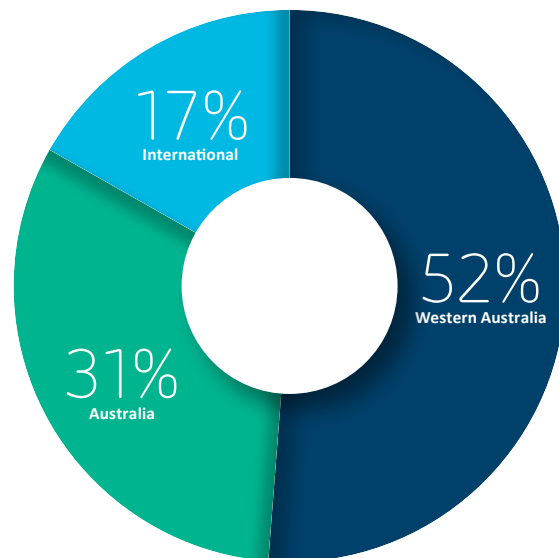
This year we also demonstrated our influence on the local, national and international stages in a number of areas. As part of our partnership with the NHMRC Cognitive Decline Partnership Centre (CDPC), we disseminated the guidebook *Supported Decision-Making: A guide for people living with dementia, family members and carers*, and related policy development guidelines.

Brightwater staff presented at many conferences, including:

- The International Federation on Ageing, 14th Global Conference on Ageing, with partners from The University of Western Australia, University of Sydney, Helping Hand and HammondCare
- The 10th World Congress For Neurorehabilitation
- The Australasian Society for the Study of Brain Impairment Annual Conference
- The NNIDR Australian Dementia Forum
- Alzheimer’s Australia Biennial National Conference

Research by Brightwater staff was published in peer-reviewed literature including *International Psychogeriatrics* and *The Clinical Teacher*.

Research Partners / Collaborators



A total of 35 organisations are currently partnering or collaborating with Brightwater for research.

IN FOCUS

Predicting brain injury recovery

Predicting recovery from brain injury is the focus of Fiona Allanson’s PhD research. Fiona was the inaugural winner of the Brightwater Lyn Beazley Scholarship.

Fiona is investigating which cognitive skills (such as memory) best predict real-world functioning following acquired brain injury, looking in particular at novel measures of cognitive functioning. Fiona’s research is part of a larger project entitled the ABI:RECOVER (Acquired Brain Injury – Recovery, Engagement, and Community Outcomes Via Evidence-Based Rehabilitation), which is looking at cognitive predictors of functional outcome following ABI. It aims to:

- Provide a better understanding of what skills are important for functional outcome
- Provide information about new predictors and how best to measure them
- Improve the care of those with brain injuries – through further knowledge and targeted rehabilitation

The Lyn Beazley Scholarship, named after Western Australia’s former Chief Scientist and passionate science advocate, supports Brightwater to investigate the science behind the regeneration that takes place in the brain as a direct consequence of the Oats Street rehabilitation program.



▲ L to R: Fiona Allanson, Brightwater CEO Jennifer Lawrence and Professor Lyn Beazley

Growing knowledge

We actively work with universities to support and conduct student research projects that relate to our core business.

Discipline	Award	No.	Total No.
Psychology	PhD	3	4 PhD
Occupational Therapy	PhD	1	
Medicine	Doctor of Medicine	1	1 MD
Physiotherapy	Masters (Continence and Women’s Health)	3	5 Masters
Audiology	Master of Audiology	2	
Physiotherapy	Honours	2	6 Honours
Psychology	Honours	1	
Occupational Therapy	Honours	2	
Public Health	Honours	1	

Student engagement with Brightwater 2017/18



Don Hutchison & Peter Lane scholarships

In supporting our own staff, Brightwater also offers a range of scholarships for staff and external students.

The Peter Lane Scholarship and the Don Hutchison Scholarship each enable a Brightwater staff member to complete a project or advance their knowledge to improve our clients’ lives. This year staff completed scholarship projects in wound management, evaluation of on-site meal preparation for people with Huntington’s disease, and establishing a sensory garden. Brightwater also encourages the next generation of researchers through the Brightwater Lyn Beazley Scholarship (see In focus, p36).

Our supporters

As a not-for-profit organisation, Brightwater relies in part on community generosity to enable us to deliver extras in many different ways to the people we support. We continue to be inspired by the willingness of individuals and businesses in Western Australia to reach out to help those in need.

We don't rely on any fundraising to support our day-to-day running expenses, unlike others in our sector. Our fundraising is, and always will be, directed towards the extra things that an organisation like ours would not normally be able to fund, such as life experiences for our clients or special equipment.

This year we have revised our fundraising strategy and appointed a new Fundraising Manager. We have clearly identified fundraising priorities, which will continue to improve the lives of our clients and their families.

Our new fundraising strategy invites a wider range of people to contribute to the Brightwater community, providing individuals and businesses with a means to positively impact our clients' lives.

IN FOCUS

The Downer Getaway Program

This year we formalised the Downer Getaway Program, building on the experience gained in developing the Getaway Camp in October 2017. The program consisted of the Downer Sensory Camp for people with disabilities and Getaway For a Day for aged care clients.

Nineteen Brightwater clients with moderate to high care needs enjoyed the four-day camp in the picturesque grounds of Fairbridge Village in Pinjarra. Most people in the community get to enjoy a few days break from normal daily routines, but for people living with an acquired disability, such opportunities are rare. Their days are generally determined by their care needs. The camp enabled our clients to enjoy time out from their everyday routines and to be stretched and challenged by participating in archery, photography, screen printing and flight simulation.

This was the second residential camp supported by Downer, who provided financial assistance and volunteers to help at the camp. The Downer staff

With thanks and gratitude

Corporate support remains an important component of our fundraising, and we are delighted with the ongoing support we receive from the infrastructure services business Downer, now in its third year (see In Focus).

We are also very thankful to the RM Harken Foundation which continues to help us make advances in research and supports the Life's Possibilities program for clients.

We extend our gratitude to these major donors, but we equally value the contributions from individuals and smaller businesses, including those who donate their time rather than money.

Valuing our volunteers

We are fortunate to have a very active community of over 400 volunteers who come from all walks of life to provide assistance and companionship to clients in residential aged care, at home, or receiving disability support. We provide ongoing training opportunities for our volunteers, with this year's training including sessions on dementia, dysphagia, and orientation to disability services and acquired brain injury.

attended an introductory session beforehand to learn how best to support people with disabilities to join in the activities.

Getaway For a Day was attended by clients from The Cove Mandurah and The Oaks Waikiki, and Brightwater at Home clients. They enjoyed a December barbecue on the Mandurah foreshore followed by an evening cruising the Mandurah canals to see the Christmas lights and sing carols.



Our people

Valuing the potential that lives inside everyone is what drives us all at Brightwater.

We are a curious lot and don't blindly follow convention.

This is the way we can realise what is possible.





Our people

Our people are our greatest asset at Brightwater. Our workforce is incredibly diverse, with a wide range of nationalities and backgrounds represented, reflecting Brightwater's commitment to inclusion. We value all our staff and aim to ensure that we have the right people with the right skills to best support our clients and their families.

Measuring cultural change

In an effort to better understand our staff and their experiences at work, we completed surveys which provided a snapshot of site culture and staff satisfaction levels. These surveys can easily be repeated to measure changes and trends over time. We will introduce culture optimisation groups to enable staff to work together to improve their workplaces and address any challenges. We were pleased to see that 77% of staff who completed the survey agreed they were satisfied with their current job most of the time. This result supports the positive workplace offered at Brightwater. It is notable that at the time the survey was conducted, considerable changes were occurring in the organisation and across the sector generally. Even during this period of change, it was evident that staff remained primarily concerned with the impact these changes could potentially have on our clients, confirming the genuine care of our staff.

Improving systems

A review of our training approach occurred this year, and will result in a new approach to staff training in the coming year. Much of our training will be delivered online, making it more accessible for staff regardless of their location. An online employee self-service system has been introduced to make it easier for staff to access their pay records and other workplace data.

Occupational health and safety

Occupational health and safety has been further improved this year, with better processes instigated for managing chemicals, and revised fire and emergency procedures to enable quicker response to emergencies. In addition, we trialled wearable sensor technology to analyse manual handling movement as a means of monitoring physical strain on staff when supporting clients.



Staff learning and development



40,025

hours of internal training undertaken by staff



37

staff undertook a new Cert III qualification

Student placements

- 400 students completed work placements at Brightwater this year from:
 - Universities
 - Institute of Health and Nursing
 - TAFE and Registered Training Organisations
 - Schools
- Study areas:

- Physiotherapy	8
- Occupational Therapy	36
- Nursing	272
- Medical	32
- Speech Therapists	2
- Social Workers	4
- Other (Cert III, School Placement)	46
- 36 work placement students were later employed by Brightwater

IN FOCUS



Inspiration on the menu

Since joining Brightwater in 2017, Ellison House chef Priscilla Bourne has embraced a new world of preparing nutritious and appetising meals featuring food that is either soft or can have its texture modified, such as turning it into a purée. Many people, especially as they get older or as a disease like Huntington's progresses, find it increasingly hard to swallow. This can make consuming food very difficult and the positive, social experience of meal time gets lost to the challenge of eating.

This year Priscilla attended a two-day masterclass on improving the food served to people in aged care homes around the country. The Maggie Beer Foundation's Creating an Appetite for Life workshop in South Australia inspired Priscilla to revamp her menus for clients with Huntington's disease at Ellison House. She also received the 2017 Don Hutchison scholarship to support her sensory garden project to create raised vegetable beds. These garden beds will enable Ellison House clients to enjoy the experience of watching and smelling the ingredients Priscilla uses as they grow.



Governance

The role of the Board

Directors

Executive

Financial performance



Governance

Brightwater Care Group Ltd was established as the Homes of Peace for the Dying and Incurable in 1901, as an initiative of Lady Madeleine Onslow and Dr Athelstan Saw. In 1997, Homes of Peace (Inc.) changed its name to Brightwater Care Group (Inc.). In the 2015/2016 financial year, Brightwater transferred its registration as an incorporated association to a public company limited by guarantee and registered under the Corporations Act 2001 (Cth), allowing the adoption of an enhanced governance framework.

The role of the Board

The Board is the guardian of Brightwater's purpose, philosophy and values. It is responsible for the overall management and strategic direction of Brightwater and for delivering performance in accordance with Brightwater's goals and objectives. It is responsible for:

- Monitoring the operational and financial position and performance of Brightwater
- Ensuring appropriate control and monitoring systems are in place to manage the impact of identified risks
- Ensuring that the Company's affairs are conducted with transparency and accountability
- Approving the Company's budgets, business plans and general capital management

Board composition

Directors are appointed in accordance with Brightwater's Constitution. Although Brightwater's members are primarily responsible for the election of the Directors, the Board has an appropriate number of independent, non-executive Directors who are capable of holding Management to account and act in Brightwater's best interests. The Board is comprised of a minimum of six members and a maximum of 10 members, consisting of at least four members elected by Brightwater's subscriber members.

Board committees

To assist the Board in the performance of its responsibilities, it has established four standing committees and may establish other committees from time to time to deal with discrete functions or matters of specific importance.

Audit & Risk Committee

Consists of the Committee Chair and between two and four other appointed Directors. The Committee is responsible for overseeing Brightwater's financial position, performance and reporting integrity (including internal and external audit functions), and reviewing and making recommendations regarding risk identification, management and mitigation.

Business Committee

Consists of the Committee Chair, between two and four other appointed Directors, the Board Chairman (ex-officio) and the CEO of Brightwater (ex-officio). The Committee considers the financial management and investment strategy of Brightwater. In addition to this, the Committee reviews feasibility reports and business case submissions and is capable of fulfilling an executive decision-making function upon delegation from the Board.

Care Committee

Consists of the Committee Chair, two appointed Directors, two independent representatives, the CEO of Brightwater (ex-officio), General Manager Residential (ex-officio), General Manager Community (ex-officio), and the General Manager Relationships and Business Development (ex-officio). The Committee considers Brightwater's clinical services function, care services function, and resident and client concerns or opportunities for improvement.

Governance Committee

Consists of the Committee Chair and between two and four other appointed Directors. The Committee is responsible for Board, Director and CEO evaluations, succession planning, monitoring and reviewing executive remuneration, and monitoring Brightwater's governance generally.

Directors



David Craig
**BJuris (Hons) LLB (Hons), LLM (London),
GDipAppFin (Finsia), FAICD - Chairman**

David is a Non-Executive Chairman and Director, businessman and lawyer with extensive board and executive experience in law, mining, construction, mining services, financial services, public and government affairs, professional services, education, health and the oil and gas industry.

David has been a Chairman and Non-Executive Director of ASX 200 companies as well as holding positions on government and private company boards.

David's work in the community includes non-executive roles as a WA State Councillor of the Australian Institute of Company Directors, Deputy Chairman of the Perth Diocesan Trustees, former Vice President of VisAbility (formerly known as the Association for the Blind of WA), Chairman of the Anglican Community Fund, a Director and past Chairman of ICEA Ltd, and a Director of the Anglican Schools Commission. He was formerly Chairman of Christ Church Grammar School.

David joined the Board of Brightwater in May 2016 and assumed the role of Chairman in October 2016.

Special responsibilities:

- Chairman
- Governance Committee Chair
- Business Committee Member
- Audit & Risk Committee Member
(from 15 August 2018)



Paul Sadleir
**BE, MBA, AAPI, FAICD
Deputy Chairman**

Paul was the Managing Director of ASX listed Cedar Woods Properties Limited until he stepped down in September 2017.

Prior to this, he was Manager of the Bunnings Warehouse Property Trust and had held roles with Wesfarmers Limited, Western Power and Barrack Mines.

Paul is a Council Member of the Australian Institute of Company Directors (WA Division) and previously was a Senate Member of Murdoch University. He also serves on the Perth Catholic Archdiocese's Property & Investment Committee and joined the Perron Group Board in November 2017.

Paul joined the Board of Brightwater in November 2010. He is Deputy Chairman of the Board, is Chair of the Business Committee and is also a member of the Governance Committee, having also served on the Care Committee.

Special responsibilities:

- Deputy Chairman
- Governance Committee Member
- Business Committee Chair



Anna Dartnell
BA, GAICD

***Appointed to the Board on
14 February 2018.***

Anna is an experienced business leader and professional with over 20 years experience facilitating productivity improvement in complex operating environments.

Anna's early career was focused on organisational development and industrial relations, before extending to develop industry-leading expertise in operational excellence and customer fulfilment. She has extensive management and executive experience developed in global businesses, including Rio Tinto, General Motors, Foster's Group, EY and Bis Industries Ltd.

Anna is currently a Non-Executive Director with the Kimberley Ports Authority and the National Association of Women in Operations, and is immediate past Chair of the Spare Parts Puppet Theatre.

Anna was a 2017 Telstra Business Women's Awards finalist, is a former 40Under40 award winner and was the 2013 recipient of the University of WA Strategic Alliance Award. She brings a wealth of knowledge on customer experience and client engagement to the Brightwater Board. Anna joined the Board of Brightwater in February 2018.

Special responsibilities:

- Care Committee Member
(from 14 February 2018)



Karen Fleischer
BJuris, LLB, GAICD

Karen is a commercial lawyer with more than 30 years experience.

She has wide ranging experience with professional and not-for-profit organisations including nine years on the WA State Executive of the Australian Corporate Lawyers Association, with two years as a director and WA State President. She has also served for over 10 years as a member of the WA Regional Council for Redkite, including seven years as President.

Karen currently works as General Counsel – Resources for a global resources company with mines and processing plants in Western Australia and upstream processing operations in the US and Japan. Previously she spent over 10 years as the senior in-house legal adviser for an ASX 200 listed company involved in agricultural investment.

Karen joined the Board of Brightwater in December 2014.

Special responsibilities:

- Audit & Risk Committee Member
(Acting Chair from April 2018 until September 2018)
- Business Committee Member



Prudence Ford
BSc (Hons), Dip Ed

Resigned from the Board at the 2017 Annual General Meeting on 26 October 2017.

Prudence has had 30 years of policy, program delivery and management experience in the public sector. She has worked for both the Australian and Western Australian Governments in the health, community service and corporate management areas. Since leaving the public sector in 2006, Prudence has worked as a consultant for the community based, not-for-profit sector and for government.

Prudence has been a member of the National Health and Medical Council, the QE2 Medical Centre Trust, the WA State Tenders Committee and the Human Research Ethics Committee for Edith Cowan University. Currently she is a member of the Health Consumers Council of WA and the Medical Board of Australia.

Prudence joined the Board of Brightwater in October 2010 and resigned on 26 October 2017.

Special responsibilities:

- Care Committee Chair
(until 26 October 2017)



Dr Maria Kailis
MBBS, DRANZOG, GAICD

Maria is a General Practitioner with 33 years of clinical experience, and is currently a partner in a successful small group General Practice.

She has been privileged to help with the medical care of people at all stages of life, over generations. Maria has an active General Obstetrics Practice and has delivered babies for 27 years.

Maria has governance experience and has been involved on many Boards and Committees including the AMA Branch Council, Cancer Foundation, Women's and New Born Committee at Osborne Park Hospital, and the Family Business Association.

Maria has financial experience in the establishment and growth of Grantham House Medical Practice and has been on the Board of the MG Kailis Group of Companies since 4 May 2011.

Maria brings her depth of clinical experience, and commercial and governance understanding to help ensure that Brightwater's care remains of the highest standard, is innovative, financially affordable and thus sustainable.

Maria joined the Board of Brightwater in February 2017.

Special responsibilities:

- Care Committee Chair
(from October 2017;
Care Committee Member
since February 2017)



Martin Langridge
BA (Hons), CA (Scot), FCA, AIMM
Resigned from the Board on
21 February 2018.

Martin began his career in Edinburgh and after qualifying with the Scottish Institute of Chartered Accountants, migrated to Australia to take up a position in Perth in 1986. In 1996 he joined Deloitte Touche Tohmatsu, was admitted as a partner in 1998 and is currently partner in charge of the Forensic practice in Perth. He has overall responsibility for all Deloitte Forensic services in Western Australia including dispute consulting, investigations, technology, data analytics and risk.

Martin has a wide variety of experience providing accounting, taxation and management consulting services to the private and public sectors. He has been involved in the development of strategic and business plans and has a keen understanding of the corporate environment and the critical success factors for business. Martin served as the Honorary Treasurer of Cystic Fibrosis WA 2004-2009 and is involved in not-for-profit groups promoting economic self-determination for indigenous people.

Martin joined the Board of Brightwater in October 2010 and resigned on 21 February 2018.

Special responsibilities:

- Audit & Risk Committee Chair (until 21 February 2018)
- Business Committee Member (until 21 February 2018)



James (Jim) McGinty
AM, BA, BJuris (Hons), LLB
Resigned from the Board on
6 June 2018.

Jim retired from politics in 2009, having represented Fremantle in the State Parliament since 1990.

During his time in Parliament Jim held numerous positions including Leader of the Opposition, Health Minister, Attorney General, Minister for Housing and Minister for the Environment.

Jim currently serves on the Boards of the Telethon Kids Institute and Access Housing Australia, and is a volunteer with Fremantle Sea Rescue.

In 2013 Jim's contribution to law reform and Parliament was recognised with the award of Member of the Order of Australia. Jim was also recently appointed as Chairman of Communicare.

Jim joined the Board of Brightwater in 2014 and resigned on 6 June 2018.

Special responsibilities:

- Care Committee Member (to May 2017)
- Audit & Risk Committee Member (to 6 June 2018)
- Governance Committee Member (from May 2017 to 6 June 2018)



Gail Milner
B.App Science, Post Grad.
Dip of Public Health, GAICD
Appointed to the Board on
28 September 2017.

Gail is a career health professional, specialising in clinical care, health policy and change management, with substantial experience in system wide planning and policy formulation, program planning, project management, leadership and performance evaluation in WA.

Gail's most recent position was as Assistant Director General System Policy and Planning with the WA Department of Health, where she set the strategic direction for the WA health system and implemented numerous strategies, including the WA Health Aboriginal Workforce Strategy, the WA Aboriginal Health and Wellbeing Framework, the WA Stroke Services Interventional Strategy, and the WA Endoscopy Services Strategy. She also successfully negotiated with the Commonwealth Government to provide an additional 60 transitional care beds to WA.

Gail was the recipient of the Public Service Medal in the Australia Day Honours 2015 for outstanding service to the community and aged care reform, particularly through the establishment and implementation of innovative clinical programs.

Gail joined the Board of Brightwater in September 2017.

Special responsibilities:

- Care Committee Member (from 28 September 2017)
- Governance Committee Member (from 15 August 2018)



John Nicolaou
BEC (Hons), MBA

John was educated at The University of Western Australia and holds a Bachelor of Economics with First Class Honours and a Master of Business Administration, and has been an Adjunct Professor at Curtin Business School. In recognition of his contribution to economics and the policy debate, John won a prestigious WA Business News 40under40 award in 2011.

John is currently the Executive Director of ACIL Allen Consulting, which is Australia's largest independent economics, public policy, and strategy advisory firm. John is highly respected across business and government, with more than 20 years experience as an economist, policy leader and senior executive working at the Commonwealth and WA Treasuries and the Chamber of Commerce and Industry of WA.

John is also a Non-Executive Director of the Committee for Perth, which is the State's leading policy think tank focused on promoting economic prosperity, sustainability and the world-class amenities of Perth.

John joined the Board of Brightwater in December 2014.

Special responsibilities:

- Audit & Risk Committee Member
- Business Committee Member



Brian Roche
BBus (ECU), MMgt (UWA)

Brian is the Public Trustee of Western Australia, the statutory office holder of a State Government agency that operates under the authority of the Parliament of Western Australia.

He has 25 years senior management experience in Local and State Government as well as in the private sector with Coles Myer. Prior to his appointment as the Public Trustee, Brian held senior executive positions at the Department of Treasury and the Department of Commerce. Brian is the Trustee of the Give2Good Charitable Foundation.

Brian has been a Non-Executive Board Member of the Art Gallery of WA, and a previous Non-Executive Board Member of Alzheimer's Australia (WA).

Brian joined the Board of Brightwater in February 2016.

Special responsibilities:

- Audit & Risk Committee Member



Richard Thomas
BA (Hons), ACA, retired member of ICAEW, CAANZ and IIA.

Appointed to the Board on 15 August 2018.

Richard recently retired from the Deloitte partnership after over 12 years as a partner of the Australian firm, and the Market Business Leader of the Risk Advisory practice in Perth since its foundation in 2010.

After gaining a first class medieval and modern history degree from University College London, Richard joined Kingston Smith where he qualified as a chartered accountant. He migrated to Perth with his family in 1990 and worked for the State Corporate Affairs Department, which became the federal corporate regulator, now ASIC. A further move to Melbourne with ASIC saw him become the national head of internal audit before returning to WA in 2001 to found Deloitte Forensic.

Richard has worked as an external auditor, corporate regulator, internal auditor, management consultant, forensic accountant, investigator and risk practitioner – serving a variety of industries and organisations.

Richard joined the Board of Brightwater on 15 August 2018 and will chair the Audit & Risk Committee from September 2018.

Special responsibilities:

- Audit & Risk Committee Member
(from 15 August 2018)
- Business Committee Member
(from 15 August 2018)

Executive



Jennifer Lawrence
Chief Executive Officer

Jennifer was appointed as Chief Executive Officer in 2016.

She joined the organisation in 2003 as the General Manager, Care Operations and prior to her appointment as Chief Executive Officer, she held the position of General Manager, Disability, Research and Risk.

Jennifer also established the Brightwater Research Centre and has published and presented research internationally.

Prior to joining Brightwater in 2003, Jennifer held a number of executive roles in the private pathology industry, both locally and interstate.

She has a strong focus on innovation and technology, and has considerable strategic development and management experience, combined with a strong clinical background in medical science.

Jennifer is a Graduate of the Australian Institute of Company Directors, a Member of the Australian College of Health Service Management and a Non-Executive Director of the Leeuwin Foundation.



Bret Campbell
Chief Financial Officer

Bret re-joined Brightwater Care Group in 2016 as Chief Financial Officer, having previously spent six years in leadership positions with the company from 2002 to 2008.

In the interim, he held executive positions at several large metropolitan health and community services providers and was responsible for significant business transformation with a focus on organisational process improvement, change management and customer service.

Bret is a Certified Practising Accountant who graduated from Curtin University with a double major in Financial Management and Economics, and Accounting. He is a graduate of the Australian Institute of Company Directors.



John Brearley
General Manager Relationships and Business Development

John was appointed as the General Manager of Business Development in October 2016, and also assumed responsibility for the Relationships department in November 2017.

Originally from an education and social work background, he specialises in high-level stakeholder management, business system development, corporate and clinical governance, and consumer-sensitive and inclusive service design.

John holds qualifications in social work, education, mental health and leadership, and is a member of the state-wide Neurological and Developmental Disorder Sub Network.



Trevor Green

General Manager Commercial Services

Trevor joined Brightwater in 2005 and oversees commercial operations, including Brightwater Catering, Brightwater Linen and Kingsway Court Retirement Village.

He has 30 years experience in senior management positions both local and internationally in healthcare, pharmaceuticals, manufacturing, a national utility and small and medium-sized enterprises.

Trevor holds a Bachelor of Engineering Technology and serves on the Customer Advisory Council of the Water Corporation of WA.



Elizabeth Lawton

General Counsel and Company Secretary

Elizabeth joined Brightwater as Counsel in March 2015 and was appointed General Counsel and Company Secretary in June 2016.

She has extensive experience as a senior in-house lawyer and company secretary in the Australian banking and retail sectors.

Elizabeth was General Counsel and Company Secretary at Home Building Society Ltd and an Assistant Company Secretary at Wesfarmers Ltd.

Elizabeth holds a Bachelor of Laws from The University of Western Australia.



Danyelle Lituri

General Manager People Services

Danyelle stepped into the role of General Manager People Services in May 2016 after eight years at Brightwater.

Danyelle has more than 18 years experience in human resources and employee relations having worked for, and consulted to, organisations across Australia and New Zealand in both private and not-for-profit sectors, including agriculture, disability, community and aged care.

Danyelle graduated from Curtin University with a Double Major in Management and Human Resources Management, and a minor in Industrial Relations.



Libby Simpson
General Manager Residential

Libby joined Brightwater in October 2016, having previously held General Manager and Chief Operating Officer roles in the aged care and human resources sector.

Libby is a respected operational and strategic leader, with many years' experience in operational management and business development.

Libby is a current Fellow of Leadership WA and has qualifications in Nursing and Business Management and is a current or former member of industry committees including Aged and Community Services WA, the WA Directors of Nursing Association, WA Standards and Accreditation Agency, and the CCI Nursing and Health Workforce Strategy Committee.



Janet Wagland
General Manager Community

Janet assumed the role of General Manager Community in 2016, bringing a strong understanding of the requirements for successful operations in an NDIS environment and the synergies with residential and community aged care.

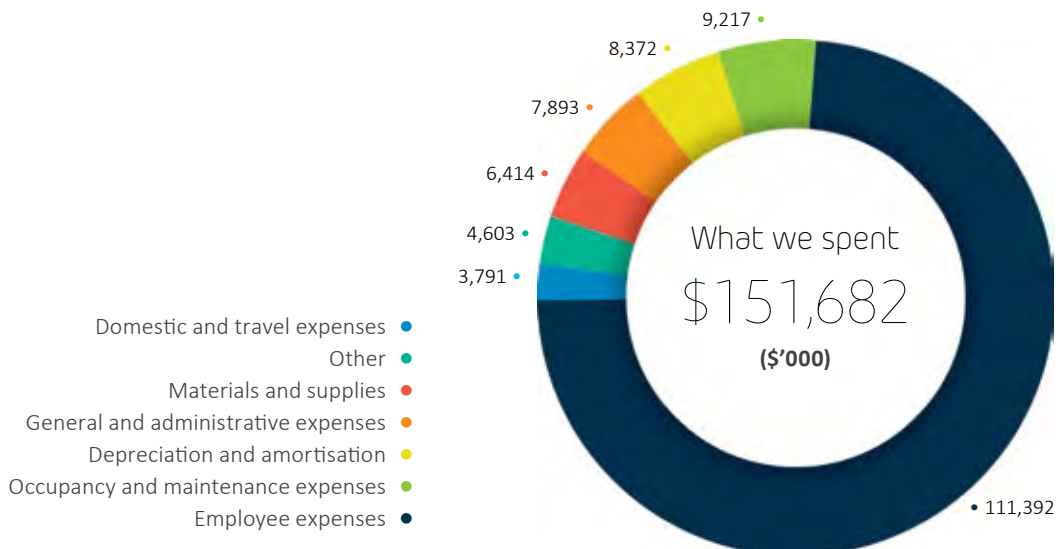
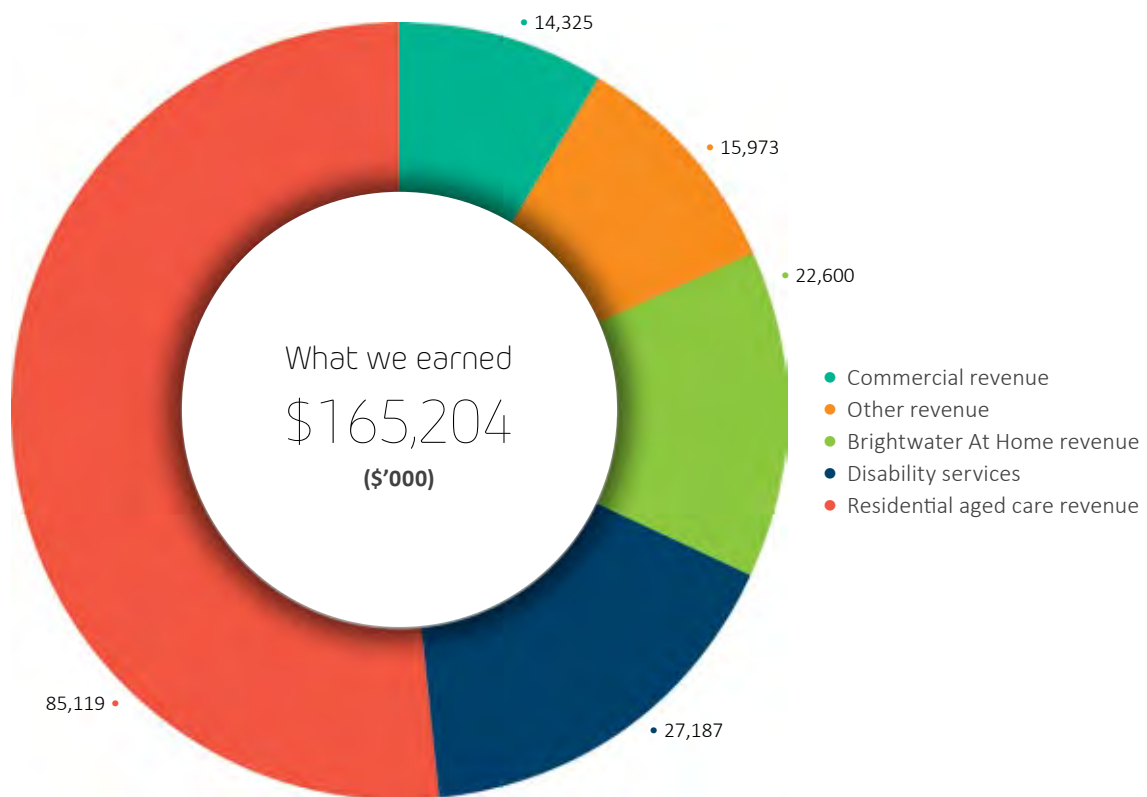
Janet is a well known and respected voice in the sector locally, nationally and internationally, and has been instrumental over her 28 years with Brightwater in the development of disability services, especially the Oats Street slow-stream rehabilitation program for people with acquired brain injury.

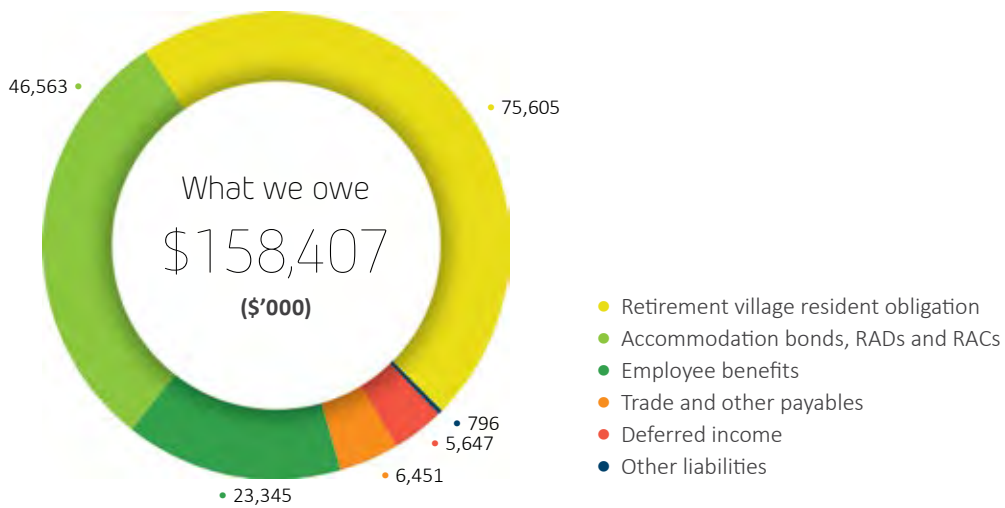
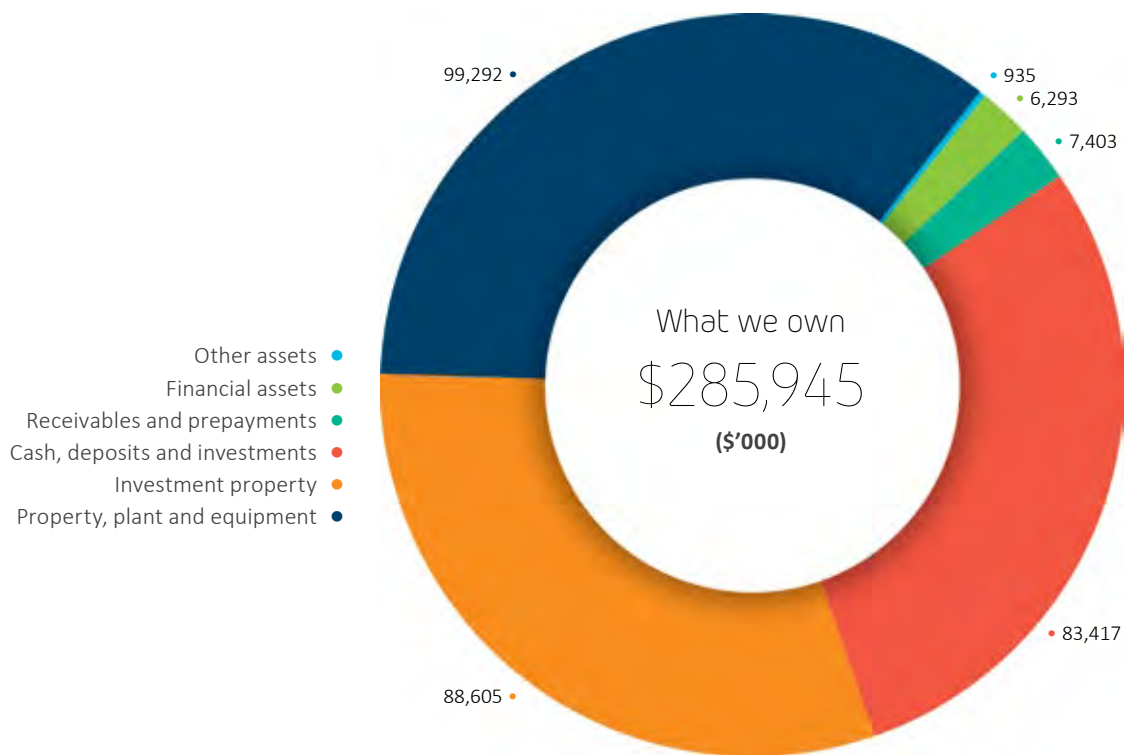
Janet represents Brightwater on numerous external networks and committees across the sector.

She has a Bachelor of Applied Science (Occupational Therapy) and is an Associate Fellow, School For Social Entrepreneurs Australia.

Financial performance

For a copy of our full financial statements please email welcome@brightwatergroup.com









Stay involved

As a not-for-profit organisation Brightwater relies on the generous support of the community to provide additional funding to help clients enjoy life's possibilities.

There are several ways you can support Brightwater:



Make a regular donation



Become a corporate partner or sponsor



Make a gift in your will



Make a donation in memory of someone



Become a volunteer

Donate today

brightwatergroup.com

Phone 9202 2800 to make your donation over the phone with your credit card.

Send your donation to:
Brightwater Fundraising
PO Box 762
Osborne Park WA 6916

Follow our stories



Subscribe to our newsletter Bright Life via marketingcommunications@brightwatergroup.com

This page intentionally left blank.

This page intentionally left blank.



Brightwater

Brightwater Care Group Ltd

Level 3, 355 Scarborough Beach Road
Osborne Park WA 6017

brightwatergroup.com

© Brightwater Group 2018

ABN: 23 445 460 050 ACN: 612 921 632

Photography: Frances Andrijich, Joel Barbitta, Ross Wallace and Tracy Wealleans